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27 JUL 1970

**MEMORANDUM FOR:** Director of Communications  
Director of Finance  
Director of Logistics  
Director of Medical Services  
Director of Personnel  
Director of Security  
Director of Training  
Chief, Support Services Staff ✓

**SUBJECT:** The Role of Technology in Planning  
for the Future

1. The Deputy Directors of the Agency recently met with the Agency R&D Board. The world-wide technological revolution which is now upon us, its impact on the Agency, and potential Agency responses to the challenge posed by it were discussed. In the past the Agency has applied technological innovations primarily to intelligence collection and analysis. For the future technology offers promise of greater understanding of more general problems and the development of techniques to cope with those problems.

2. For example, Mr. Duckett, Deputy Director for Science and Technology, expressed concern about the appropriate Agency response to such diverse areas as laser technology, weather modification, automation of intelligence activities, the future role of the Agency in limited warfare, and the growing body of knowledge in the life sciences. These areas, and more, will surely be important to us in the future. It is appropriate that we now ask ourselves what areas the Agency should properly be concerned with to aid in coping with future operational and management problems, and for intelligence support.

3. In the Support Directorate, we are charged with providing supporting means whereby the Agency can fulfill its mission. Reduced resources must be compensated for by new techniques so we can accomplish more with fewer assets. For example, in the field of personnel selection, although we have made much progress over the years in selecting suitable individuals to work in the Agency, there is a presumed requirement to upgrade selection procedures and expand their scope to make those procedures even more effective. In the rapidly growing field of communications, developments are continually appearing. Much of the progress

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in these areas, and others, stems from technology in the broadest sense of the word. How then can we exploit technology effectively?

4. It is tempting to embark on major technical programs in an effort to expand our capabilities. An important step must come first. We must clearly identify requirements in problem areas where technology can contribute. Then, and only then, can technology be called into play to assist in their satisfaction.

5. The bulk of the Support Directorate's involvement with technology has been focused in the Offices of Communications, Security, and Medical Services. The Offices of Personnel, Logistics, Training, and Finance have benefited to a lesser extent. I feel there indeed should be increased areas of application of technology in these Offices as well. It is my aim to start research on topics where technology might be more effectively applied, and then propose a program in forthcoming planning and budget cycles for its application. I am therefore asking each of you to consider the above concerns and to bring to my attention clearly identified problem areas where, in your estimation, intelligent application of modern technology might aid in their solution. I have asked [redacted]

[redacted] the DD/S representative to the R&D Board, to serve as my coordinator for this effort. Please submit your views to me through him. In order to be of maximum use to the Agency the planning cycle, I would like your response by 1 September 1970.

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[redacted]  
R. L. Bannerman  
Deputy Director  
for Support

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